



SUMMARY AND PARTICIPANT EVALUATION

Best Practices for Investment Promotion Agencies Seminar  
Vientiane, Laos (January 26, 2006)



  
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On Thursday January 26 in Vientiane Laos, the ASEAN-US Technical Assistance & Training Facility, housed in the ASEAN Secretariat, conducted a one-day training seminar on best practices for investment promotion agencies (IPAs) that focused on the Irish experience. Course participants included representatives of ASEAN Member Countries and technical Secretariat staff. The content emphasis of the workshop was on the background context for FDI promotion, particularly the historical and policy background key to the Irish success, rather than on the transfer of functional skills to the participants. The workshop thus served primarily to alter attitudes and create a positive approach, in particular emphasizing the importance of the policy context.

Training course sessions presented the Irish experience of transformation into a highly attractive destination for investment, the role and structure of the Irish Industry Development Agency (IDA), FDI marketing, IPA operational management, and sector strategy. Mr. John Lloyd and Ms. Moira Creedon were the primary course speakers, and Mr. Peter Minor provided a lunchtime case study. Mr. Lloyd is intimately familiar with the Irish transformation as he served at the Irish IDA for nearly 25 years in a variety of positions, including Manager of European Marketing, Head of Far East Unit, and Manager of Life Sciences Division. A former Principal Associate for Nathan Associates Inc., Ms. Moira Creedon has served as director of trade and industry at International Development Ireland (IDI), a consulting firm with roots in the Irish government's efforts to attract inward investment. Mr. Peter Minor, a Principal Associates for Nathan and a textiles and apparel industry expert, recently conducted an assessment of the ASEAN roadmap for integration in the textile and apparel industry that, among other things, recommended sector-based joint ASEAN investment promotion.

Based on the course evaluations, it is clear that there is a high level of interest among course participants in investment promotion and follow-on activities on the subject. Feedback from the audience was extremely positive. The participants particularly welcomed the historical explanation of the development of the Irish model against the backdrop of very challenging economic and geographic conditions. Course evaluations gave 2 of the 4 sessions a rating of 5 out of a possible 6 and the other 2 a rating of 6 out of 6, where 6 indicates that the session was highly informative or relevant to the participants' job. The second session, focusing on the institutional structure of the IDA, was the most popular, indicated by both raw score and comments. The second most popular session was the Irish transformation session.

Suggestions/requests for follow-on activities that emerged from evaluations and speaker reports include the following:

- More in-depth skills-based training on IPA methods, targeting the least developed ASEAN Member Countries since many of them are far less experienced in investment promotion than the more developed ASEAN Member Countries. It was evident, for example that some participants had relatively little experience with the practical operations of investment promotion such as identifying and contacting investors, presenting to investors, and scripting a first phone call to a potential investor.
- A workshop targeting more senior policy-makers who focus on creating a sound business environment for investment.
- A training in strategy development and implementation that could be used as a platform to develop a coordinated FDI strategy for ASEAN

Following is the agenda for workshop, the Table of Contents of the course binder materials, and a summary of the evaluations submitted by participants on January 26, 2006.

# Agenda

## Best Practices for Investment Promotion Agencies

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Session/Time		Activity
	8:30 – 9:00	Arrival/Registration/Coffee
	9:00 – 9:30	<b>Welcome and Introduction</b> <i>TBD, Lao PDR and Peter Minor, ASEAN-US Technical Assistance and Training Facility</i>
Session 1	9:30 – 10:45	<b>The Irish Transformation</b> <i>John Lloyd and Moira Creedon</i> <ul style="list-style-type: none"> <li>—Pre-transformation</li> <li>—Transformation (results, economic and institutional drivers, and process of eliminating barriers to investment)</li> <li>—Post-transformation institutional framework for investment promotion</li> <li>—IPA lessons learned</li> <li>—Case study</li> </ul>
	10:45 – 11:00	Coffee Break
Session 2	11:00 – 12:30	<b>Role &amp; Structure: The IDA Approach</b> <i>John Lloyd and Moira Creedon</i> <ul style="list-style-type: none"> <li>— Establishment and evolution of the IDA</li> <li>— The “old” IDA <ul style="list-style-type: none"> <li>Inward investment vs. indigenous industry</li> <li>Financial incentives</li> </ul> </li> <li>— The “new” IDA <ul style="list-style-type: none"> <li>Internal structures</li> <li>Divisional functions</li> <li>Overseas offices</li> </ul> </li> </ul>
	12:30 – 1:45	<b>Lunchtime Address: Case Argument for Joint ASEAN Sector Investment Promotion – Priority Textiles &amp; Apparel Sector</b> <i>Peter Minor</i>
Session 3	1:45 – 3:15	<b>FDI Marketing Process from Cradle to Grave</b> <i>John Lloyd and Moira Creedon</i> <ul style="list-style-type: none"> <li>—Marketing</li> <li>—Benchmarking</li> <li>—From SWOT analysis to sector focus</li> <li>—Generating leads by targeting companies</li> <li>—Harnessing the web</li> <li>—Managing site visits</li> <li>—Staying ahead of the curve</li> </ul>
	3:15 – 3:30	Coffee Break
Session 4	3:30 – 4:45	<b>IPA Operational Management &amp; Sector Strategy Development</b> <i>John Lloyd and Moira Creedon</i> <ul style="list-style-type: none"> <li>—Profile of a good FDI executive</li> <li>—Performance management (organization &amp; executives)</li> <li>—Developing individual sectors (life sciences, ICT, financial services)</li> </ul>
	4:45 – 5:00	<b>Wrap-up of the Day</b>

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<b>3</b>	<b>The Irish Transformation</b>
<b>4</b>	<b>Role &amp; Structure: the IDA Approach</b>
<b>5</b>	<b>Case Argument for Joint ASEAN Sector Investment Promotion – Priority Textiles &amp; Apparel Sector</b>
<b>6</b>	<b>FDI Marketing, Cradle to Grave</b>
<b>7</b>	<b>Operational Management &amp; Sector Strategy Development</b>
<b>8</b>	<b>Selected Resources on International Trade and Investment</b>
	Trade-related Resources on the Web, Nathan Associates, 2005
	Acronyms
	Glossary

# Evaluation

## Best Practices for Investment Promotion Agencies

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Your answers to this questionnaire will help us to improve our training programs. Thank you for taking the time to fill it out.

### Personal data

Country of Representation

Brunei Darussalam, Cambodia, Indonesia,  
Laos, Malaysia, Philippines, Singapore,  
Thailand

### Presentations

On a scale of 1 to 6, please rate how informative each session was for you. A rating of 6 indicates that you found the session highly informative; a rating of 1 that you did not find it informative.

		Average
Session	Presentation and Presenter	
1	The Irish Transformation <i>John Lloyd &amp; Moira Creedon</i>	5.6
2	Role & Structure: The IDA Approach <i>John Lloyd &amp; Moira Creedon</i>	5.7
Lunch	Case Argument for Joint ASEAN Sector Investment Promotion – Priority Textiles & Apparel Sector <i>Peter Minor</i>	4.6
3	FDI Marketing, Cradle to Grave <i>John Lloyd &amp; Moira Creedon</i>	5.1
4	Operational Management & Sector Strategy <i>John Lloyd &amp; Moira Creedon</i>	5.3

## Subject Matter

Would you like to see more, the same, or less time devoted to the following negotiation topics:

Session	Topic	More	Same	Less
1	Introduction	3	7	1
	The Irish Transformation	6	8	0
	Role & Structure: The IDA Approach	7	6	0
Lunch	Case Argument for Joint ASEAN Sector Investment Promotion – Priority Textiles & Apparel Sector	4	7	3
4	Operational Management & Sector Strategy Development	8	5	0

## General

### 1. What part of this course did you like the most?

- The experts
- Role & Structure: The IDA Approach (3 responses) Learning IDA's experience as an IPA; from establishment to its evolution
- FDI Marketing, Cradle to Grave (3 responses)
- I liked all parts of this course
- The practical experiences quoted by the speakers
- All the parts, especially on the Irish Transformation
- Irish Transformation (3 responses)
- The candid speakers who shared their wealth of experience. Also, the exposure to the Forfas
- Tool/sharing session by different countries to tap in each other's expertise

### 2. What part of this course did you like the least?

- N/A - 1 day seminar
- Lunch case argument (4 responses). One added “Does not appear to address whether joint investment promotion is feasible in the first place given the other 2 speakers' stance that investment is a zero-sum game.” Another said he/she needs more specific details on how to achieve this.
- Operational Management & Sector Strategy Development
- FDI Marketing

**3. What other topics would you like to see included?**

- Enough for a 1 day seminar. I would like to see a second seminar
- Policy framework
- None that I can think of
- Best practices for investment promotion agencies from less developed countries
- Door to door approach & elaboration on sector profiles
- All of the topic concerned with FDI promotion
- Comparison of IDA and the relevant IPA (in a general basis to indicate where we can improve)
- Topics presented are just enough. However, it would have been useful if the time is slightly longer to incorporate more interactive discussion
- Sharing of war stories (both positive and negative cases)
- All topics are OK. But I want to see something more than just only specific on internet & website in the "Marketing" topic because marketing actually has something more than that
- Details on CRM
- Perhaps, more tangible means of helping ASEAN Member Countries besides the lectures, e.g. capacity building for CLMV. Other topics could include some case studies of projects secured by IDA with perspectives from IDA and the investor.
- Good mix of topics

**4. Did this course use a good mix of lecture and interactive discussion?**

- Yes (12 responses)
- It was excellent
- Within the limited one day, the course used a good mix of lecture and interactive discussions
- Lecture notes were good and detailed, but speaker did not need to go through all the details
- Could also be a little less pedantic - good to point out the cost/feasibility of some of the recommendation, e.g. web-based systems may be snazzy, but may not be the best for countries currently having a low broadband update. Replication of successful systems may not be feasible due to local conditions.
- Use of stories/analogies were good for sharing

**5. What sorts of follow-up activities for this course would you find useful?**

- 2nd Seminar in more detail, and may over 2-3 days
- For the presenters to come to Brunei and present the same subject matter to a wider audience
- Perhaps a field trip to the IDA itself?
- Providing more examples and model of the countries the leaders take a lead in FDI attractions
- More information of Irish and other EV countries on investment sector
- Practice discussions
- For colleagues back home to also have the opportunity to learn from the distinguished lectures from Ireland.
- Case study for new sector
- FDI Marketing
- Emailing everyone the list of useful web links and also the soft copy of the materials used
- Lighting can be improved. Dim and yellow lighting puts people to sleep. White light please.
- I must compliment John for being such an enjoyable speaker, though he can cut the speech shorter to the chase